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Office of Training

OBJECTIVE: To utilize more fully existing external training facilities both governmental and private for higher-level employees.

DISCUSSION: Many institutions provide excellent training that could not be duplicated by the Agency at any cost. It behooves us to take advantage of these facilities to broaden the intellectual span of our more promising officers. Some of the types of schools or programs follow:

Senior Officer Courses (National War College, etc.): Agency participation in these high-level courses will not only continue but will be increased to whatever point the traffic will bear.

Executive Development: The objective here is education in depth in management concepts and practices. The programs envisioned are the types offered at Harvard, M.I.T., Cornell, and Columbia which last from six weeks to three months. At least twenty-five persons, GS-15 and above, should attend courses of this type each year.

Special Academic Programs for Potential Leaders in Government

Administration: In this area of education the Agency will encourage greater participation in such programs as the NIPA Career Education Awards and Princeton's Educational Program for Federal Officials at Midcareer. Grade levels involved here are GS-13 to GS-15; the key factor being potential for assuming highest responsibility in government administration. At least twenty-five officers should be guided into programs of this sort each year.

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Graduate Study for Currency in Professional Specialties: Because of the accelerated accumulation of knowledge in all technical and professional fields, there is the growing threat that our experts will fall behind in newest developments in their fields. Therefore, there should be a systematic effort to encourage scientists, economists, area specialists, and top-flight professionals in all academic fields to refresh and build up their competence through a full year of academic study. Participants should come from all Directorates and should number at least fifty selected individuals per year.

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last 5 years

OBJECTIVE: To increase training coverage in the four level employee development concept.

DISCUSSION: Entrance on Duty Training policy, as reflected in regulations, will be fully effective and will be more educative for new employees than at the present. EOD Training should universally provide a through indoctrination in the Agency's mission and principal functions.

The Career Training Program: Should continue in operation as the training ground for new intelligence officers to learn their trade. As a minimum, there will be four classes per year with sixty trainees in each class. The curriculum of the Career Training Program will be a refinement of present content and will cover a full twelve months' period. Trainees will be prepared through tailored instruction and guidance to pursue a career in one of the four Directorates. Candidates for the DDP, and possibly others, will undergo a year of foreign language training before assuming permanent duties in an operating office.

Midcareer Training Program: Should have gained full acceptance, with participants engaging in carefully designated duty assignments and formal training experiences according to individually tailored five-year plans.

Midcareerists will be selected on the basis of evidence of ability to assume high responsibilities. There will be probably four classes per year with an enrollment of 30 midcareerists in each class.

The Senior Officer Program (Internal) for senior intelligence officers will probably be created. This will be a full-time program of four to six months

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duration and will be conducted as a working seminar. Participants will be grade GS-15 and above career officers who have been identified for the highest executive and administrative positions in the Agency. There will be two classes each year with a class enrollment of thirty students.

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OBJECTIVE: To make more extensive use of the Career Trainee Program (CTP) as a development complement in which to accommodate Trainees until they are fully prepared, through formal and on-the-job training, to assume productive roles in their respective areas of assignment.

DISCUSSION: Toward this end CTR will continue close working relationships with operating components to keep abreast of current requirements. Manpower control in the Agency must be both quantitative and qualitative. The quantitative aspect is well represented within the BPAM structure and related mechanisms. The CTP will endeavor to provide the quality control for new professional manpower.

In FY '65 the CT Program met its expanded goals with a considerable degree of success. However, it has become apparent that some strengthening of its administrative support will be necessary to maintain its role as the Agency's primary route of entry for professional personnel. Our future planning centers upon (a) obtaining a greater number of good candidates from among whom to select Career Trainees, and (b) achieving a more efficiently managed Program, serving the entire Agency.

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best 5 year period

OBJECTIVE: During the next five years OTR will continue to provide the training mechanism for employee development and management.

DISCUSSION: It is expected that OTR will continue training at the same level; that is, 550 - 560 runnings of 100 - 110 internal courses annually based upon requirements submitted by all the Directorates of the Agency. New courses will be added and existing courses updated to cover newly developing operational techniques and targets. One training film per year will be produced. An increased emphasis will be given to management training at the mid-career and senior levels.

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last 5 year period

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OBJECTIVE: To establish an Executive Career Development Program for senior officials of the Agency.

DISCUSSION: The Agency has a number of fine programs for training its younger employees in the craft of intelligence and allied subjects. It has made a significant start for employees at the midcareer level but it has nothing for employees at the senior level. This latter program should be directed at the level of those employees who serve and represent the DCI and the DDCI. The "Country Team" concept within the US Government will most likely be expanded and with it there will be a need at the senior level of the Agency for many officers who will need to know more about their Agency, the US Government, and international affairs than our present training policies permit.

for period

OBJECTIVE: To assist the Agency in defining what would be a desirable language policy for the Agency.

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DISCUSSION: The Agency has on the books a regulation, which makes provision for determining requirements for foreign language competence, training Agency personnel to meet these requirements, testing language proficiency, and maintaining records essential for these purposes. This regulation, however, is generally disregarded with the result that the Agency, in effect, has no language policy. This is the situation despite ten years of effort by the Office of Training to see the Agency adopt a language policy comparable at least to that of the Department of State and the Department of Defense. Because of security and the peculiar nature of the Agency's language requirements, the Office of Training has established a language school of highly competent instructors. This facility, however, is not used to the best advantage nor up to its full capability in serving Agency interest. With the adoption of an Agency language policy, it would be hoped through carefully scheduled instruction that the maximum use of this facility would be obtained. At present, it is necessary to teach languages part-time and outside-of-duty hours, instead of on a full time intensive basis. Employees are still being sent overseas with insufficient or no language competence. In addition 60% of Agency employees who profess a language competence have refused to be tested in it.

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OBJECTIVE: To encourage the development of an inter-agency area/country training program.

DISCUSSION: There is a critical need for substantive training on countries of Africa, Asia, Middle East, Latin America and the USSR. With the increasing rise of China in world affairs, this need will probably become more critical on China itself, as well as on the countries of Africa and Latin America. At present, the need for this kind of training is supplied on an inter-departmental basis by the Foreign Service Institute of the Department of State. FSI's courses are three weeks in length and they are relatively good. FSI has found, however, that its area training program is not strongly supported and that much remains to be done to professionalize its effort and to make its program fully responsive to the needs of the different agencies. FSI's program represents a major undertaking for one government agency. If the combined efforts of the agencies involved in foreign affairs could be brought to bear, this program could be still further developed and improved. Rather than attempt to develop a parallel program of its own, the Agency should cooperate with other government agencies in establishing such an area/country training program. Agency employees

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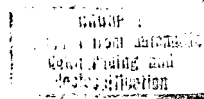
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period

OBJECTIVE: To continue to monitor internal training courses sponsored by other components of the Agency and ensure there is no duplication of effort.

DISCUSSION: Many components of the Agency, after approval by the DTR, sponsor "in-house" training courses for staff personnel. The Office of Training is responsible for monitoring such courses to prevent duplication of material covered in existing OTR courses as well as ensuring that high standards of training are maintained. Such monitoring has further value in requiring a reassertion that the specific course is still required; the doctrine being taught is up-to-date; and that responsibility for conducting the course legitimately remains with the component.

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OBJECTIVE: To establish a career development complement over and above the Agency's operating structure, thereby enabling the Agency to meet its training requirements.

DISCUSSION: The Agency suffers at present from two conflicting policies of the Administration. On the one hand, the "new look" of the President as interpreted by John Macy and the Civil Service Commission calls for a greatly expanded training program at the midcareer and senior levels of all agencies of the government. This program calls for "cross fertilization" of interagency assignments, more effective development and management training, more education in U.S. and international science, economics, history and public affairs. On the other hand, the Agency is subject to the Administration's policy of increasing annual ceiling restrictions on its T/O. Thus the eminently worthy effort by the Administration's first policy runs directly into conflict with the Administration's second policy as interpreted by the Bureau of the Budget. Reduced to its simplest terms -- it is impossible for a man to be in training and to perform his normal duties at the same time.

Within the same context, it would be helpful if the Bureau of the Budget could be encouraged to earmark and declare inviolate, monies to be used for training, especially that done under the Government Employees T

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Act. This would keep training funds intact so that in periods of retrenchment, these funds could not be channeled for other uses, as is so often the case. The Bureau of the Budget should also be encouraged to provide additional funds under the GETA to permit filling a slot by a productive worker while the employee is in a training status.

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OBJECTIVE: To continue to improve and increase the Agency's language training capabilities.

DISCUSSION: With the growing rise of China in the world affairs, the Agency's need for Chinese linguists and area specialists will almost certainly increase. The Agency's Language School should prepare now to meet this requirement. The signs point also to increasing Agency involvement in Latin America and for increasing demand for Agency personnel who have fluency in Spanish, Portuguese and some knowledge of the tribal languages of the South American Indians. Similarly, indications all point to a like demand to the languages of Africa, Asia and the Near East. At the same time, there is no indication of any let-up in demand for Agency linguists in German, French, Russian and Japanese. ✓

Training in some of the more exotic languages -- particularly those of Africa and South East Asia -- continues to remain, on occasion, below the Agency's usual standards for language training, or non-existent. This derives from the lack of native personnel to teach these languages who can be cleared for admission to the premises of the Agency's Language School.

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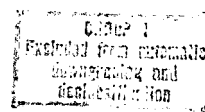
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languages. In the planning period, the Agency's Language School would hope to verify the benefits of and, if successful, extend its language training capabilities into other selected exotic areas.

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OBJECTIVE: To explore developments in the audio and visual aids fields for competent systems to reduce need for full-time instructors.

DISCUSSION: The most expensive type of training is that which requires instructor(s) being present in the room all the time. If an inexpensive method can be developed similar to video tape then speakers could be taped at their convenience under ideal audio conditions and a much better finished product could be presented to the students. The size of the class would no longer be limited to the size of the room and the "oneness" of the speaker. His presentation could be given simultaneously to many rooms over closed circuit TV. Such a program would probably pay for itself in a relatively short period of time when offset against the salaries of full-time instructors and guest speakers.



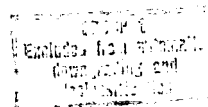
period

OBJECTIVE: To enable the Agency to benefit from the research that is now being conducted in the field of Program Learning (the "teaching machine") as well as from the discoveries that hold promise of being made in this field.

DISCUSSION: The world of education is on the verge of the first important breakthrough since the invention of the printing press. It could well come within the next five years and it will most certainly revolutionize the teaching profession. The Agency is doing little or nothing to participate in Program Learning research or to prepare itself for the breakthrough when it comes. This is because Program Learning is initially a very expensive proposition and because initially it requires the full-time use of manpower. It has already been proved, however, that once a Program has been perfected, there results an increase in the efficiency of the learning process at lower cost than conventional teaching. Program instruction is applicable to many Office of Training courses; language training most certainly and even tradecraft.

As an initial step in the direction of Program Learning, OTR is at present helping to support a clearing house for Information on Automated Language Instructional Devices at the Center for Applied Linguistics of the Modern Language Association of America. This is a joint effort

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with Defense, State and others. The end product of the total project will be some automated language training courses. Our contribution to this effort should be extended and increased.

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OBJECTIVE: To establish a National Intelligence College.

DISCUSSION: It is suggested that the Agency take the leadership in the development of a National Intelligence College which equates with the National War College or at least with the other Senior Service Schools.

With the advent of "Joint Staffs" in the military establishment, the need for cross-training is greater than ever before. DIA has taken one giant step toward this already with the initiation of the Defense Intelligence School and the recently developed Advanced Intelligence Course. It behooves the Agency to take the leadership in such a project because of its primacy in the intelligence field.

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